

DIRECTIONS FOR DEFENSE, REPORT OF THE COMMISSION ON ROLES AND MISSIONS OF THE ARMED FORCES, MAY 1995

Proponent

The proponent for this document is the Commission on Roles and Missions of the Armed Forces. This group was established by Congress to review, evaluate, and make recommendations on the existing roles, missions, and functions of the Armed Forces.

Web Site Location

This document is not on the world wide web. The document may be reviewed in the USACHPPM Plans and Integration Office. The document is also available through the Defense Technical Information Center (DTIC). The web site for DTIC is <http://www.dtic.mil>.

Definition

Chairman of the Joint Chiefs of Staff (CJCS) - Principal military advisor to the President, Secretary of Defense, and the National Security Council. The CJCS contributes to the allocation process in various ways including strategy, force planning, mission definition, and program assessment.

Commanders-in-Chief (CINCs) - The warfighters who are operationally in charge of all our armed forces. They develop the warplans to execute our military strategy, influence the resource allocation process, and expend budgeted resources in the field.

The Service Chiefs - They provide trained and equipped forces to the CINCs. In the context of resource allocation, they build programs and prepare their forces for war.

Planning, Programming, and Budgeting System - The PPBS is simply a rational decision process, which incorporates national security objectives with available fiscal resources when allocating forces. The activities in the process include strategy development, risk and threat assessment.

Joint Strategic Capabilities Planning System (JSCP) - An element of the Joint Strategic Planning System, the JSCP furnishes guidance to the CINCs and the Chiefs of Services to accomplish tasks and missions based on current military capabilities. It apportions resources to CINCs, based on military capabilities resulting from completed program and budget actions. The JSCP offers a coherent framework for capabilities-based military advice to the National Command Authority.

Synopsis

The document provides the central message for DoD, that in the 21st century, every DoD element must focus on supporting the operations of the Unified Commanders in Chief (CINCs). Everything else that DoD does—from furnishing health care to developing weapons—should support that effort. Recommendations made throughout the report seek to concentrate all of DoD's activities toward that end.



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Military operations are planned and conducted by joint forces under the direction of the CINCs, not Military Services, defense agencies, or Pentagon staffers. The authors identified six attributes for DoD:

- ◆ Responsiveness to needs that will change,
- ◆ Reliability to perform in predictable and consistent manner,
- ◆ Cooperation and trust that underpin unified operations,
- ◆ Innovation in new weapons, organizations, and operational concepts,
- ◆ Competition directed toward constructive solutions to complex problems, and
- ◆ Efficient use of resources.

Several themes discussed in the report aim to:

- ◆ Strengthen unified operations by enhancing the joint structures that plan and perform missions, and by sharpening the focus of the Services to provide capabilities.
- ◆ Focus DoD infrastructure on effective support for unified military capabilities.
- ◆ Improve the processes that support decision-making in DoD and establish a DoD wide focus on missions.

What Does This Mean for Military Public Health?

Preventive medicine is a comprehensive program to protect the health and environment of military personnel. We have unique expertise at the USACHPPM in our diverse staff of scientists and engineers. The coordinated efforts of these experts with their DoD and U.S. Alliance counterparts will benefit our nation's political and military strategies.

All of the following are themes common to other planning documents on our list. To support the emerging directions for defense, we need to:

- ◆ critically rethink, redesign, or eliminate those product and service processes that are inefficient;
- ◆ look at all our products and services to determine if their use results in promoting and maintaining a healthy and fit Force;
- ◆ help foster a common culture throughout the DoD that values health and fitness;
- ◆ focus on value added products and services that will help shape the international HP & PM environment of tomorrow;
- ◆ disseminate current integrated health information for decision support to commanders, policy makers and individuals who can act to influence health and prevent diseases and injuries;
- ◆ partner with private industry, other non-governmental, and governmental agencies for identification and integration of best practices;
- ◆ assist with the development of a Joint service approach in addressing the health promotion and preventive medicine needs of commanders, especially the CINCs; and
- ◆ assist the Army Medical Department (AMEDD) Center and School and other service schools in developing solutions to address lessons learned and doctrine, training, leader development, organization, materiel, and soldiers (DTLOMS) deficiencies.